Miramar COLLEGE

SAN DIEGO MIRAMAR COLLEGE EXECUTIVE COMMITTEE MEETING
J-225
Tuesday, April 10, 2012
1:00 – 2:00 P.M.

Members: Hsieh, Bell, Buckley, Figueroa, Harrison, Bohm, Richardson, Conrad, Allen, and Hubbard
Attendees: Trevisan, Jacobson, Woods and Schwarz

- **A.** **Approval of the Agenda**
- **B.** **Approval of Previous Minutes**
- **C.** **Guests/Introductions**
- **D.** **Updates from the Chancellor's Cabinet**
- **E.** **New Business**

#	Item	*Strategic Goals	Initiator
1	Invest in Student Success Event	2	Hsieh

- **F.** **Old Business**

#	Item	*Strategic Goals	Initiator
1	Update on Oct 2012 Accreditation Follow Up Report	1	Hsieh
2	League for Innovation Award Competition	3	Figueroa
3	Fall Convocation Program	2	Hsieh

- **G.** **Reports**
  (Please limit each following report to two minutes maximum. If you have any handouts, Please e-mail them to Lexie West ahead of time to be included for distribution electronically.)
  - Academic Senate
  - Classified Senate
  - Associated Student Council
  - District Governance Council
  - District Strategic Planning Committee
  - District Budget Committee
- **H.** **Announcements:**

- **I.** **Adjourn**
  * **San Diego Miramar College 2007 – 2013 Strategic Goals**
  Goal 1: Focus college efforts on student learning and student success through quality education that is responsive to change
  Goal 2: Deliver instruction and services in formats and at sites that best meet student needs.
  Goal 3: Enhance the college experience for students and the community by providing campus facilities, programs and student-centered co-curricular activities that celebrate diversity and sustainable practices
  Goal 4: Initiate and strengthen beneficial partnerships with business and industry, other educational institutions, and the community
  Goal 5: Refine the college's integrated planning process
  Please also see http://www.sdmiramar.edu/institution/plan **for San Diego Miramar College 2007-2013 Strategic Plan Folders**

Planning Agenda and Follow Up Report Tasks _Grouped by "Orchestrator"

04Rec4p16 Provide write up at the end of Fall 2011 semester-Dec 1, 2011!
Draft Report: May 1, 2012- tasks that we were suppose to have everything done in Fall 2011
Dec 1, 2012 (by semester) –need to address for Midterm Report.
Approved by San Diego Miramar College by May 2013
Regularly Scheduled Accreditation Midterm Report due to ACCJC: October 2013

Draft Self Study Report Sept 2015
Approved by San Diego Miramar College by May 2016
Regularly Scheduled Accreditation Self Study due to ACCJC: October 2016

Demonstrate Progress of Planning Agenda in Midterm Report. Demonstrate progress of "tasks & additional plans" in 2011 Follow-Up Report

"Characteristic of Evidence"- extracted from last paragraph on p. 13 of 79 if the *Guide to Evaluating Institutions Aug 2010 published by ACCJC*
"…evaluative teams may find good evidence in a number of sources, including institutional data bases; documents such as faculty handbooks, catalogues, student handbooks, policy statements, program review documents, planning documents, minutes of important meetings, syllabi, course outlines, and institutional fact books; from survey results; from assessments of student work on examinations, class assignments, capstone projects, etc; from faculty grading rubrics and analyses of student learning outcomes; and from special institutional research reports."

Planning agenda (P.A.) in 2010 Self Study or 2011 Follow-Up Report Tasks (yyRec#p#)	Timeline	Orchestrator	How do you plan on demonstrating the task is completed (Evidence)
I.B.7. The College will continue its work to formalize the process and procedure for assessment of the effectiveness of college's planning cycle to improving instructional programs, student support services, and library and other learning support services with the proper feed of information from program review and SLO assessment data. (SAME AS Follow-Up Report 04Rec4p13 below.)	1. PIE need to assess the effectiveness of planning cycle to include all elements listed in P.A.	PIE	
II.A.1.c. Fully implement SLOAC process and tracking system.		Instructional PR/SLOAC	**IN PROGRESS: The SLOAC coordinator is taking effective action on this. (DS email)**
II.B.4. The College will continue to enhance the integration of student learning outcomes/service unit outcomes into program review and planning processes.		PIE	
II.B.2.c. The College will continue the work in progress and ensure that all major initiatives, including SLOs, program review, and institutional effectiveness reach and/or maintain the sustainability		PIE	

level outlined in the accreditation rubrics.			
04Rec4p12 (Integrated Planning) "The team recommended that the College "…regularly evaluate its governance and decision-making structures to assure their effectiveness" [2010 Evaluation Report, p 41]"		PIE	•
04Rec4p13 "Implementation of the revised planning processes has commenced in the 2011-12 academic year, and an evaluation of progress will be conducted at the end of the 2011-12 academic year."		PIE	•
04Rec4p13/2010 Self Study Planning Agenda I.B.7 "As indicated in the college's 2010 self-study (p. 167), "The college will continue its work to formalize the process and procedure for assessment of the effectiveness of the college's planning cycle to improving instructional programs, student support services, and library and other learning support services with the proper feed of information from program review and SLO assessment data.""		PIE	•
04Rec4p14 "The Annual College Planning Cycle (Figure 2) was adjusted to reflect this change by adding the box "Annual Update of Division Plans and Educational Master Plan" to the timeline in the fall semester. This revised Annual College Planning Cycle was retained as a component of the Integrated College Planning Process (Figure 4)."	**Spring 2011?? PH**	*PIE*	•
04Rec4p16 "4. An integrated approach to evaluating attainment of the college strategic goals using the strategies enumerated in the Strategic Plan was developed. The division plans [2004 CR 4-8a-c], created in summer 2011 in draft format, will be finalized in fall 2011 and will include measurable outcomes that align with and inform attainment of Strategic Goals."		PIE & VP's	•
04Rec4p16 "5. In 2008, the college initiated the biannual process of reviewing its Mission, Vision, and Values statement. The last review of the Mission statement was approved by the SDCCD Board of Trustees in 2008 [2004 CR 4-11]. The current review was initiated in fall 2010 with an anticipated completion date in fall 2011."		*CEC*	•
04Rec4p17 The college vice presidents will oversee the completion and implementation of the division plans based on the established timeline.		*VPs*	•
04Rec4p17		PIE	•

"The college will evaluate the effectiveness of its governance and decision-making structures"			
04Rec4p17 & 04Rec4p12 "Joint meetings for coordination between the Planning and Institutional Effectiveness committee and the College Governance Committee will continue in fall 2011 for consideration and recommendation of changes to clarify and streamline the college decision-making processes."04Rec4p12		*CGC & PIE*	•
10Rec1p 25 (Culture of Evidence) The program "Goals and Objectives" section was revised to incorporate an assessment of progress toward achieving the program's previous cycle's goals as well as identification of how the program's stated goals align to the college's strategic goals [2010 CR 1-11]. This assessment will begin during the 2011-2012 program review cycle for the Instructional Division. Ongoing assessment of program goals and objectives was already present in the Student Services and Administrative Services program review processes [2010 CR 1-12a-b].		*(I.B.3, I.B.4, I.B.5, I.B.7, III.C)* **PIE and Research Sub COMPLETE**	• **2011-12 PR Report for all three divisions** Research Response: This task/planning agenda item is under the purview of the PR/ SLOAC committee.
10Rec1p 26 These identified programmatic research needs are to be provided to the Research Subcommittee for action		**Instructional PR/SLOAC**	• **IN PROGRESS: We're still finishing collecting all program review reports. This item is expected to be complete by February 2012. (DS email)**
10Rec1p 26 In addition, the Research Subcommittee drafted a survey in spring 2011 to gather information on the use of evidence in college decisions [2010 CR 1-14]. The survey is to be finalized and administered to key college shared governance committees and administrators in fall 2011. The results of the survey will be disseminated and used by the Research Subcommittee to develop and recommend an action plan for increasing the use of evidence in college decision-making in spring 2012.		**Research Subcommittee**	Research Response: During fall 2011, the Research Subcommittee administered a survey which examined the sources of data primarily/frequently used by decision making bodies on campus. Overall, results showed that survey respondents primarily/frequently used the District Office of Institutional Research

			Reports for student outcomes data, Dean or Vice President's Office for program review data, WebAdvisor Financial system for budget and resources allocation data, and Student Learning Outcomes tracking and analysis system for student learning outcomes assessment data. Potential future plans include sharing the results with the appropriate constituency groups and to develop and administer a survey to assess how evidence is being used by college decision makers (Evidence; Sources of • Data Survey Results; Research Subcommitee minutes 11/28/11).
10Rec1p 26 Assessment of progress towards achieving college strategic goals is underway. The college is initiating the implementation of the modified instructional program review form and the formalized Integrated College Planning Process during the 2011-12 academic year. The process includes the assessment of strategic goals. Analysis of the assessment results will be used to adjust the Integrated College Planning Process and Annual College Planning Cycle, refine decision making processes, and improve student learning starting in 2012-2013.		**PIE**	•
10Rec1p 26 Planning, resource allocation, and evaluation mechanisms have been revised to incorporate the use of evidence in decision making. An evaluation component has been added to the instructional program review process with the existing evaluation		**PIE**	•

components of student services and administrative services program review processes. This addition ensures that all the divisions' (student services, administrative services, and instructional services) program review processes are assessed regularly. Decision-making is informed by evidence provided in the program review reports when prioritizing college resources such as discretionary budget allocations and hiring decisions**.**			
10Rec1p 27 The adjusted Annual College Planning Cycle, modified Instructional Program Review Report Form, and modified Annual Research Agenda described above are being implemented in the 2011-12 academic year. At the end of that cycle, the effectiveness of the revised processes will be analyzed by the responsible committees		**PIE/Instructional PR/Research Committee**	• **IN PROGRESS: The committee is currently evaluating the effectiveness of the 2011-12 program review process, as documented in the committee minutes.**
10Rec1p 27 In addition, the results of the survey mentioned in #6 on the previous page being conducted by the Research Subcommittee will be available in late fall 2011. The processes will be refined as needed for the 2012-13 annual college planning cycle using the information generated by the evaluation and survey.			Research Response: Not sure if this is under the purview of Research Subcommittee. Sounds like • a joint collaboration between Research Subcommittee and PIE committee.
10Rec1p 27 In addition, in spring 2012 the results will be disseminated to the college and an action plan will be developed for increasing the use of evidence in college decision-making.		**Research Subcommittee**	•
10Rec1p 27 In spring 2011, the Instructional Program Review/SLOAC Subcommittee assessed the feasibility of adding an evaluation component to better **assess the effectiveness of the instructional program review process** and to provide feedback to individual programs. This component will be implemented in the 2011-12 academic year. Same as 04Rec1p3?	**Assessment of effectiveness is NOT an option** ☺ **So, how do we plan on doing this then??**	**Instructional PR**	• **Instructional PR/SLOAC just approved not to do this- 9/27/11** • **Question to Instructional/PRSLOAC-how do we plan on assessing the effectiveness of the process?** • **COMPLETE: The PR/SLOAC**

			committee is currently evaluating the effectiveness of the 2011-12 program review process, as documented in the committee minutes. The committee voted not to provide feedback to individual programs for this year. (DS email)
10Rec1p 27 The college developed outlines of the division plans in summer 2011 and will complete the plans in fall 2011 to ensure alignment of their objectives with the updated Strategic Plan		**VPs**	•
10Rec1p 27: The formalized Integrated College Planning Process includes streamlining college operations through three division plans [2010 CR 1-7b-d] which will be finalized and implemented in the 2011-12 academic year. Each of the three plans will specify division objectives intended to implement the college's strategic plan as well as assessment methods to evaluate progress		**PIE**	•

Planning agenda (P.A.) in 2010 Self Study or 2011 Follow-Up Report Tasks (yyRec#p#)	Timeline	*Orchestrator*	How do you plan on demonstrating the task is completed (Evidence)
04Rec1p1 (Campus-Based Research) "Primary responsibilities of the Research Subcommittee include: 1. Developing an annual research agenda based upon the college mission statement and the college-wide planning needs. 2. Establishing an annual assessment cycle to determine if research agenda goals have been met, and to recommend appropriate changes." To accomplish these tasks, the subcommittee: 1. Reviews and coordinates research needs related to the college's mission, goals, strategies, plans, and initiatives. 2. Reviews and prioritizes research requests. 3. Provides training and assistance with the development of research needs, and analysis and interpretation of research results [2004 CR 1-1, p. 40]		*I.B.4, I.B.5, I.B.6* **Research Subcommittee (This is not a task ☺DS)**	• 11-12 Research Agenda • 12-13 Research Agenda • Assessment Result for 2. • Show how we prioritize requests • Continue to document/keep track of all the training

04Rec1p2 "To address this recommendation, the college has revised its planning process to clearly identify college goals and communicate assessment results used to measure progress toward those goals."	Spring 2011? Done?	*PIE*	•
04Rec1p2 "Finally, the college is developing a survey to assess the results of this effort [2004 CR 1-2]. The survey was administered in fall 2011. These items are detailed in the "Resolution" section below." 04Rec1p4 In addition, to help determine the sources of data and information used for decision-making processes at the college, in spring 2011 the Research Subcommittee developed a draft survey, and administered it to the college's data users in fall 2011 [2004 CR 1-2]. The results of the survey will be used by the Research Subcommittee in spring 2012 to identify gaps in data availability and requests.		*Research Committee*	• Research Survey on Research and decision making, Results Response: During fall 2011, the Research Subcommittee administered a survey which examined the sources of data primarily/frequently used by decision making bodies on campus. Overall, results showed that survey respondents primarily/frequently used the District Office of Institutional Research Reports for student outcomes data, Dean or Vice President's Office for program review data, WebAdvisor Financial system for budget and resources allocation data, and Student Learning Outcomes tracking and analysis system for student learning outcomes assessment data. Potential future plans include sharing the results with the appropriate constituency groups and to develop and administer a survey to assess how evidence is being used by college

			decision makers (Evidence; Sources of • Data Survey Results; Research Subcommitee minutes 11/28/11).
04Rec1p2 "Each strategy under the goal is listed, and additional columns define the links to Division plans and initiatives, research questions (What is the question or issue that needs to be addressed? Who will be researched? How will the data be used?), research design, current or planned research, and due dates [2004 CR 1-4]."		*Not a task?*	•
04Rec1p3 "The effectiveness of these changes (data collection for PR/SLOAC) will be assessed at the conclusion of the program review cycle in early 2012."		*Instructional PR/SLOAC*	• **IN PROGRESS: The committee is currently evaluating the effectiveness of the 2011-12 program review process, as documented in the committee minutes.**
04Rec1p5 "The college remains committed to hiring a full-time Planning and Research Analyst once the current hiring freeze is lifted."	**On Going!**	*VPs*	• On Classified Hiring List??
04Rec3p 21 (Research Function) The Planning and Research Analyst now participates in several key decision making and planning committees. The college continues to strengthen its processes and role as the requestor and end user of research products. The district continues to strengthen its function as the generator of research products	**Spring 2011**	*(Standard I.B.3, I.B.6, IV.B.2.b)* ***Research Sub*** ***(Not a task)***	•
04Rec3p 22 The college and SDCCD IRP office will work together to develop an Institutional Review Board (IRB) process for reviewing and adjudicating requests for research involving San Diego Miramar College students or personnel as human subjects. The college's Research Subcommittee began working on developing this process in spring 2011 [2004 DR 3-3].	**Will be district wide IRB per Chancellor Cabinet discussion**	*Research committee*	•

Planning agenda (P.A.) in 2010 Self Study or 2011 Follow-Up Report Tasks (yyRec#p#)	Timeline	Orchestrator	How do you plan on demonstrating the task is completed (Evidence)
II.B.3.e. The addition of online English as a Second Language testing will be investigated in conjunction with the College's sister campuses once the budget situation improves. P. 266-267 of self study!!!!	By Sept '12:	English Department? Ask Adela (assessment office??)	Discussions are currently taking place among the faculty in the Miramar College English Department and with the respective departments at colleges within the San Diego Community College District regarding this issue. Currently the ESOL placement test is a paper and pencil instrument. It is probable that the English Departments in the District would

			support implementation of an on-line ESOL Placement test, as long as the paper and pencil assessment would still be available to students who may not be familiar with computer utilization. It must be emphasized that due to the current budget crisis, funds are NOT available for implementation for a different ESOL placement test. Continued conversation will take place as needed, and changes likely proposed -- should the budget situation improve. (Adela's

			email)
II.C.1.d. The Audiovisual Department will develop a plan for a network monitoring system for all campus AV equipment.	**By Sept '12:** AV has been working with the IT and the ICS department to establish individual static IP addresses for each of the media link devices in the classrooms. This will enable the use of the Global Viewer Software that allows for remote control and maintenance of AV equipment in the classrooms. We currently have 41 Smart Classrooms that are capable of supporting the Software system. [See attachment of classroom list] We estimate that the implementation and launch of this system should be in the Summer 2012.	AV, IT, and ICS department	Provide check-off list of static IP addresses for each media link devices in classroom
II.C.1.e. San Diego Miramar College will work with its sister campuses to evaluate other systems when the Pay-for-Print contract expires in 2011.	**By Sept '12:** The TracSystems contract was extended until the Summer of 2012. Peter Hester will begin organizing a review committee which will include the IT depts. from the various campuses in February, 2012.	Kurt Hill, Peter Hester, and IT departments from various campuses	Provide meeting notes
04Rec3p11 (Library Materials) "The allocation of the $100,000 is $33,000 for the summer 2011 term, $33,000 for the fall 2011 term and $34,000 for the spring 2012 term. This funding has been allocated from the Furniture, Fixture and Equipment (FF&E) budget, made available to San Diego Miramar College from voter-approved Proposition N bond funding."		**II.C.1** **VPA/Business office**	• **FFE budget for library books purchase**

Planning agenda (P.A.) in 2010 Self Study or 2011 Follow-Up Report Tasks (yyRec#p#)	Timeline	Orchestrator	How do you plan on demonstrating the task is completed (Evidence)
III.A.2When the state funding picture improves, it is imperative for the District to consider staffing needs at the College in order to support increased campus operations related to campus growth and construction.		VPA	
III.A.3.a San Diego Miramar College will actively participate in the development of district personnel and payroll services policies and procedures.		VPA	
III.A.6. When the state budget picture improves, the College will recommend that the District evaluate the College's staffing needs in relation to enrollment growth and facility expansion.		CEC	
III.B.2.a.The College will work with the district department to evaluate staffing needs to support the new facilities.		CEC	
III.C.1.c. Add line item to campus budget for technology support		VPA	
III.D.1.d. The governance bodies of San Diego Miramar College will continue to improve upon the College-Wide Master Plan system developed through the IE Committee, utilizing the feedback mechanisms incorporated into the plan's cycle.		CGC	
III.D.2.e. The College will continue to investigate new funding sources.	On going	VP's	

10Rec3p 30 (Evaluation Process for all Groups): The college has generated plans to evaluate and refine these evaluation processes at the end of the 2011-12 academic year after these evaluation processes have been implemented and completed a full cycle.		**Business Services & VPA**	●
10Rec3p 33: Following the implementation of the new system and due date, in summer 2011 evaluation completion rates were calculated for the college as a whole and for each class of employee [2010 CR 3-8]. This information will be used to identify delinquent evaluations that require completion during the fall 2011 semester.		**Business Services & VPA**	●
10Rec3p 34: Starting with the 2011-12 academic year, the offices responsible for coordinating the evaluation processes will evaluate the new tracking mechanisms on an annual basis to determine strengths, weaknesses, and areas of improvement. In addition, the college will continue its use of the revised faculty evaluation instrument.		**Business Services & VPA**	●

Planning agenda (P.A.) in 2010 Self Study or 2011 Follow-Up Report Tasks (yyRec#p#)	Timeline	Orchestrator	How do you plan on demonstrating the task is completed (Evidence)
IV.A.1 Review the College Governance Handbook and structure to continue to make the governance process more effective and efficient. Priorities in this review should include streamlining the mechanism for moving recommendations through the committee structure to the constituent groups and the CEC. IV.A.2.a		**CGC**	**Revised and Updated Handbook**
IV.A.2.a. & IV.A.5 CGC should continue to work on streamlining the shared governance model to reduce the number of standing committees and should present recommendations to the campus constituent groups during the upcoming academic year, 2010-11.		**CGC**	**# of shared governance committees**
IV.A.2.b. During the continued discussion on college governance restructuring, the CGC should review the possibility of merging the functions of the three divisional subcommittees that develop processes for program review and student learning or departmental or service outcomes.		**CGC/PR Committees**	If the recommendation is feasible and if it would be implemented **NOT APPLICABLE: This is a CGC tasking item. To my knowledge the recommendation to merge the three subcommittees has been made at least twice in the past three years and was disapproved by CGC both times.**
IV.B.2.d. Continue to communicate with staff and faculty on the budget development process at the district and college levels, and what factors impact it. San Diego Miramar College should continue to seek additional revenues through grant and other developmental efforts.	**On going**	**VP's**	**Document communications of grants received.**
IV.B.3 District and college program review data will be used to streamline and improve processes. The College will engage in on-going dialog with faculty and staff to help employees understand and participate in district and college processes.		**PR/SLOAC Committees**	**COMPLETE: PR/SLOAC already use a variety of data generated by the college and district in the program review process, and we update and**

			Student Services has continued the use of the Program Review report document through 2010-2011. There has been an ongoing standing item in the Student Service Committee agendas/minutes (Evidence: 10/19/11, 11/2/11, & 12/7/11) to discuss the Integrated Planning Process, Program Review Reports, Student Learning Outcomes (SLO) and the actions associated with them. They included the development of the Student Services Division Plan and the classified hiring priorities in Student Services, an outgrowth of the program reviews. Dialog concerning the Program Review process and student learning outcomes were held at the regular meetings of the Program Review/SLO Subcommittee (Evidence: SS Integrated Master

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<td>Planning Meetings - attached) and in turn presented to the Student Services Committee for consensus. The completion of three SLO's per department is on target for Spring 2012.

The Spring will also entail a pilot of a new program review template that more closely aligns the colleges Strategic Goals with the reported information. This alignment will also create an efficient reporting process that can be used in a 3 year cycle, diminishing the redundant information while capitalizing on the new activities or goals as they arise in a department or division.</td>
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<td>IV.B.3.b. The College will work to facilitate program review and quality improvement of district services in support of the College's mission.</td>
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<td>IV.B.3.g During 2010-2011, college constituency leaders will work through the district governance processes to evaluate the</td>
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effectiveness of the formal self-assessment process and communicate the results of those evaluations to the college community			

Planning agenda (P.A.) in 2010 Self Study or 2011 Follow-Up Report Tasks (yyRec#p#)	Timeline	*Orchestrator*	How do you plan on demonstrating the task is completed (Evidence)
10Rec4p 38 (Administrative Turnover): 1. Whenever appropriate and feasible, District Human Resources will conduct exit interviews with administrators who resign from an administrative position at each college within the district, including those who transfer to a lateral position at another college within the San Diego Community College District (SDCCD). The interviews are intended to identify specific reasons why administrators leave a particular college so that college and district leaders can make institutional changes aimed at eliminating or mitigating those reasons.	This process was implemented by the District Human Resources office beginning in spring 2011.	*College President* and *Chancellor*	• **Process has been implemented** • **Evidence?**
10Rec4p 38: 2. As a part of the search process for vice president-level administrators and above, the chair of the search committee and the President or Chancellor (whomever is most appropriate) will conduct site visits to the top candidate(s)' current site of employment. This action is intended to foster better selection of candidates for administrative positions, as it is preferable to have face-to- face reference checks rather than phone conversations. Additionally, it is helpful to understand a potential candidate's current institutional context and/or framework.		**College President**	• The college has implemented this action and incorporated this step starting with the selection process for the Vice President of Instruction position during spring 2011.
10Rec4p 38: 3. When a search committee conducts a search process for an administrator, prior to making the final selection, the committee chair will share committee members' views on the strengths of each candidate. Furthermore, after conducting their final interviews, if the President and/or Chancellor determine that none of the candidates recommended by the committee will be chosen, then the President and/or Chancellor will meet with the committee to decide if it is appropriate to select a candidate who was not previously recommended by the committee or if the committee wishes to re-advertise the position. This action is intended to maintain the highest integrity of the process for candidate selection and to establish a dialog between the search committee members and the President/Chancellor regarding the selection process.		*College President* and *Chancellor*	• The college has implemented this action and incorporated this step starting with the selection process for the Vice President of Instruction position during spring 2011. •
10Rec4p 38: 4. New administrators will receive consistent training and professional development through programs such as the SDCCD Management Leadership Academy. In addition, each new administrator will be assigned a mentor for the first year of their employment with the college/SDCCD. This action is intended to facilitate and support the "learning" for new administrators,	A list of potential mentors for new administrative hires was generated by the college's President's Cabinet and managers during spring 2011	*College President*	• **Dean of BTCWI**

especially for those coming from outside the SDCCD, or outside the California Community College system. Mentoring by someone who is currently in the position at another SDCCD college or has retired from the position will also increase the new administrator's chances for being successful in the position. [2010 CR 4-4]. The college began implementing the program in fall 2011.			
10Rec4p 39: 5. In order for the college, Chancellor, and President to identify critical areas of concern that might warrant training for managers or other actions, in fall 2011 a review and evaluation of the current employee satisfaction survey instrument will be conducted with input and feedback of all college constituent groups. In addition, the differences in results between this instrument and the initial baseline survey conducted in spring 2009 will be analyzed to identify trends. The employee satisfaction survey instrument is scheduled to be administered in spring 2012.		**VPI & Research Analyst & Research Committee**	Research Response: This task/planning item is currently in progress. To date, both the Research Subcommittee and PIE committee have provided feedback on the employee satisfaction survey instrument and is being revised by the District Office of Institutional Research and Planning which is to administer the survey in spring 2012 (Evidence: Research Subcommitee minutes from 9/12/11, 10/3/11, 11/28/11; Email correspondence from • 11/4/11).
10Rec4p 39 **6.** The SDCCD Human Resources department will conduct a district-wide staffing study to assess the effects of the hiring freeze in effect. The results of this study are expected in fall 2011 and will be incorporated into the college's institutional planning process. An earlier classified staffing study [2010 CR 4-5], completed in 2005, resulted in an additional four classified staff positions for the college based on the college's annual prioritized classified staffing need list. Due to attrition and the district-wide hiring freeze, classified positions have decreased. If the staffing levels are determined to be inadequate based on the follow-up study, then the college will request to fill positions identified as critical immediately. This action is intended to ensure that college		**CEC**	**Study conducted by HR; Request to Fill**

administrators have sufficient staff to be successful in carrying out their administrative duties.			
10Rec4p 39 **7.** In order to foster successful communication among college constituency groups, the college will establish reporting procedures for representatives appointed by constituent groups to report back to their constituency leaders. These reports will be provided in a timely and efficient manner to communicate important discussions that occur at District and/or college meetings. This action is intended to ensure that college administrators and college leaders receive important information from college and district committee discussions in order to facilitate their successful participation in college and district governance. The College Governance Committee (CGC) initiated the discussion on the procedures in spring 2011 and is developing and implementing the new reporting procedures during fall 2011.		CGC	**New reporting procedures developed by CGC example of using the procedures**

DRAFT
2012 Accreditation Follow-Up Report Timelines

Date	Task
Fri, March 9, 2012	Team Leads send the proposed meeting dates to College ALO and Faculty Self Study Co-Chair
Fri. March 30, 2012	Team Leads send writing to College ALO and Faculty Self Study Co-Chair
Th. April 19, 2012	Editor send Draft 1 to College ALO and Faculty Self-Study Co-Chair
Wed. April 25, 2012	Post Draft 2 on College Accreditation Website for Review
Tues. May 8, 2012	Public Forum M108 3:30-5:00 Hosted by Academic Senate
Fri. May 11, 2012	Provide a copy for review and preliminary adoption of draft to ASC
Wed. May 16, 2012	Draft 3 to Recommendation Committee Leads
Fri. May 25, 2012	Post Draft as of May 25, 2012 on College Accreditation Website for general comments
Wed. June 20, 2012	Feedback to Editor, ALO and Linda Woods.
Fri. August 10, 2012	Report Cover created by PIO office
Mon. August 13, 2012	Post Final Report in its entirety for Review on College Website and share with Board Members and Chancellor Cabinet
Mon. August 20, 2012	Final Comment Submittal
Tues. August 28, 2011 (3:30-5:00pm, Rm M-108)	Adoption of Final Accreditation Follow-Up Report by Academic Senate
TBA	Adoption of Final Accreditation Follow-Up Report by Classified Senate
TBA	Adoption of Final Accreditation Follow-Up Report by Associate Student Council
Tues. September 4, 2012	Adoption of Final Accreditation Follow-Up Report by College Executive Committee
Tues. September 4, 2012	Final Agenda Item Deadline Board Meeting
Thurs. September 20, 2012	Adoption of Final Accreditation Follow-Up Report by Board Member at Board Meeting
	PIO and Production of Final Accreditation Report to mail
Mon. October 15, 2012	Final Accreditation Follow-Up Report due to ACCJC

L. Woods
02/27/12